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ABSTRACT

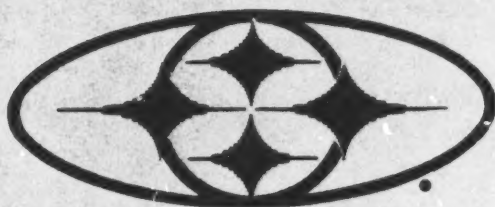
Standards for college union work are considered in relation to academic preparation, staff qualifications, and compensation proposed by the Association of College Unions--International. The college union serves as a community center of the college, serving cultural, social, and recreational programs. College union work is considered a professional field of educational administration, although the educational backgrounds that lead to a union career are varied, as are the fields of knowledge. The academic backgrounds possessed by union professionals are largely education, business management, behavioral sciences, and some discipline of the liberal arts. The union field embraces many specialists, such as accountants, hotel or food service, or bookstore managers. Several universities offer graduate programs specifically in college union administration that incorporate an interdisciplinary approach insofar as possible. The size and complexity of the union operation determine the number of professional and service positions needed. For each of the following positions, standards are recommended for special qualifications, experience, and education, and duties are indicated: director, associate or assistant director, director of student activities, program director (or assistant director for program), program advisor (or assistant program director), theater director, outing director, craft shop director, art and gallery director, business manager (or assistant director for business), operations manager (or administrative assistant), food service director, recreation area manager, bookstore manager, and scheduling and reservations manager. Salary information is also included. (SW)

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STANDARDS for Professional Staff Preparation and Compensation in College Union Work



1981

**The Association of College Unions—
International**

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Role of the College Union

1. The union is the community center of the college, for all the members of the college family—students, faculty, administration, alumni and guests. It is not just a building; it is also an organization and a program. Together they represent a well-considered plan for the community life of the college.

2. As the *living room* or *hearthstone* of the college, the union provides for the services, conveniences, and amenities the members of the college family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom.

3. The union is part of the educational program of the college. As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy. Through its various boards, committees and staff, it provides a cultural, social, and recreational program aiming to make free time activity a cooperative factor with study in education. In all its processes it encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness. Its goal is the development of persons as well as intellects.

4. The union serves as a unifying force in the life of the college, cultivating enduring regard for and loyalty to the college.

—Adopted by the Association general membership in 1956.

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STANDARDS. . .

in College Union Work

The first issue of *Standards* appeared in 1940 in response to the burgeoning of the college union movement that preceded World War II. It accompanied the establishment of an employment service (now ACUIRES, the Association of College Unions—International Registry Employment Service). Each served in good stead during the explosive years following the war and were instrumental in establishing the union field as a profession.

Standards is intended to assist individuals in or contemplating the field, as well as collegiate administrators and union executives in their tasks of developing union organizations and selecting professionals to staff these organizations.

This publication considers those positions which can be considered professional or leading to professional level positions. It does not consider other important positions which are usually regulated by local—civil service, campus-wide, system-wide, labor union—circumstances. Most of these latter are service-oriented, such as custodial, secretarial, food or clerical. This distinction is often blurred and is further confused by the fact that some of the entry level positions described herein may be occupied by graduate students preparing for the union profession. A 1978 survey ascertained that 57 percent of the cinema coordinators, 48 percent of the concert coordinators, 47 percent of the recreation area managers, 47 percent of the workshop directors, 45 percent of the outing directors and 32 percent of the scheduling managers were considered as classified employees on their campuses.

The term professional as used in the context of the union field does not carry the same connotations as in such established fields as medicine or law. The educational backgrounds which lead to a union career are varied, as are the fields of knowledge. The college union is a part of the field of educational administration, in which many diverse academic and experience backgrounds are brought together to advance the formal and informal missions of institutions of higher learning. This publication is presented within this framework of professional education administration.

The information used to prepare *Standards* over the past forty years comes from a variety of sources, including continuing research on the administration and operation of college unions, started modestly in 1951 and now incorporated into the Association's computerized Data Bank.

ACUIRES, the Association's forty-year-old employment service, has been a constant source of information. The annual salary survey, now interactive with the Data Bank, provides specific information about compensation. A comparative study (ACU-I *Bulletin*, April 1981) among union, other administration and faculty members was made in 1980 to provide additional information. In 1980 a track on professionalism was conducted at the annual conference. This publication reflects many of the findings of the research that preceded that conference. This research, conducted with the assistance of Ronald Barrett, union director at San Jose State University, was done by Kim Savage and Steven Kraal, graduate students at Oregon State University. Earlier research was done by Theodore Kohler (1953), James Lyons (1962), Terrell Martin (1972) and Donald Phillips (1972). Work which preceded the Data Bank was done by Edgar Whiting (1951), Abe Hesser (1953), Boris Bell (1965), and Jack Jenkins and Sidney McQueen (1972). Porter Butts of the University of Wisconsin originated and then maintained *Standards* and the employment service for decades.

ACU-I is a charter member of the Council for the Advancement of Standards in Student Services and Development in Higher Education, and participation in Council proceedings has contributed to the recent development of this publication.

Diversity of the Field

Union staffs reflect the diversity of union facilities and operation. Three-quarters of all union buildings contain fewer than 120,000 square feet and a fifth are under 30,000. On the other hand, one-eighth are more than 200,000 square feet in area. Most (70 percent) gross incomes are less than a million U.S. dollars, but 20 unions gross more than \$5 million and ten of these more than \$7 million. Some unions are little more than food services, others embrace five or six different kinds of food services, varied recreation and cultural activities, extensive hotel facilities, complete bookstores, theaters, art galleries and office spaces.

More than one-third of the directors of college unions are the only professionals on the union staff. At the other end of the scale are the union directors whose staffs include several assistant directors. Forty-two percent of the union directors are also in charge of campus activities programs and this trend seems destined to increase during the days of stringent budgets. (On two-year campuses, less than ten percent have union directors, 50 percent combine union and activities and about a third use the single title of director of activities.)

The diversities of union staffs render a rigid set of standards both impossible and undesirable. There are enough unique situations in the union field to assure the futility of any all-encompassing set of guidelines.

The amalgam of activities and services that makes up a campus community center defies categorization. The Data Bank lists 137 services or facilities and 112 programs divided into ten categories. A wide variety of expertise is needed if these services and programs are to be coordinated. Earlier issues of *Standards*, while recognizing the need for mutually supportive efforts, have divided union staffs into educational and business components. This approach has been criticized as not recognizing either the educational responsibilities and opportunities of persons engaged in "business" activities nor the fiscal and management aspects of the "educational" endeavors. Perhaps "service" and "program" are better descriptions. In practice the combination of skills and knowledge peculiar to each area—an interdisciplinary approach—is needed.

Academic Preparation

Studies made during the past two decades emphasize the variety of academic backgrounds possessed by union professionals. However, from these backgrounds emerge four areas of study—education, business management, behavioral sciences and some discipline of the liberal arts.

Many colleges and universities offer undergraduate majors in those fields considered most relevant to union professional work—business or institutional management, sociology (with emphasis on group work), educational administration, counseling and guidance, recreation administration and leadership, and the fine arts. Recommendations made during studies suggest that some interdisciplinary approach permitting combinations of such majors would be most helpful to persons wishing to enter the union field.

Curricular requirements seldom permit such interdisciplinary approaches, even on the graduate level, and formal preparation for generalists in the field must be supplemented by informal, non-credit or on-the-job training. It must be remembered that the union field embraces many specialists, such as accountants, hotel or food service or bookstore managers, whose formal preparation may include degrees in accounting, hospitality or merchandising.

Several universities offer *graduate* programs specifically in college union administration. They incorporate an interdisciplinary approach insofar as possible, an emphasis on student counseling and business administration at one, recreation leadership and business administration

at another, behavioral sciences and student personnel services at a third.

In addition, the Association's Commission on Educational Programs and Services offers a year-round program of seminars, short courses, pre-conference seminars, one-day workshops, and intensive week-long summer courses at selected universities. These offerings cover a wide range of subject areas, including personnel and physical plant administration, food service management, human relations, self-management, union programming, and student leadership training.

A number of universities offer opportunities for graduate study and work experience (usually half-time) related to the union field—graduate assistantships, fellowships, and internships. These permit the candidate to combine practical experience in program planning, student counseling, night supervision, service operations, craft shop work, and food service management—as the case may be—with the academic preparation so helpful to success in the union field.

Because these special union courses and the available graduate assistantships are constantly changing, interested candidates are advised to write the headquarters of the Association of College Unions—International, Box 7286, Stanford, California 94305 for current information.

Volunteer Staff Registry

Information concerning professional backgrounds, abilities, and interests is maintained in a computer file at ACU-I headquarters. This information is available to Association officers, committee chairpersons, and Regional Representatives to assist them in filling the more than 250 committee, regional, conference, and special assignments. Individuals working in the union field who wish to file their credentials with the Association are urged to write to the headquarters for the appropriate forms.

Employment Service

The Association founded an employment service in 1940. Now computerized and known as ACUIRES (Association of College Unions—International Registry Employment Service) it serves both colleges with open positions and individuals who wish to secure or change positions in the union or activities field. ACUIRES files information regarding open positions and job candidates in its computer bank and attempts to match job descriptions with individual abilities and preferences. The papers of candidates who are selected by this computer match program are mailed to the unions with

open positions. Both unions and candidates have their choice of open or confidential listings. Candidate and job description blanks may be obtained by writing to ACU-I headquarters. Blank forms are also included in Section 3 of the ACU-I *Directory*.

The charge of \$50 for institutional use of the Service is waived for unions which are members of the Association. Individuals may register for twelve months at a cost of \$25, or \$15 to individual members of ACU-I.

The Employment Service maintains an office at the annual conference to permit employers to examine candidate records and to facilitate personal interviews. There is a charge to employers who use this annual ACUIRES service.

Colleges with vacancies may announce these via *Professional Opportunity*, an enclosure describing individual job openings which accompanies the *Union Wire*, the Association's newsletter which reaches about 1,800 persons nine times a year. Cost of circulating a *Professional Opportunity* is \$75 per announcement.

Number of Positions

The size and complexity of the union operation determine the number of professional and service positions needed. A very complete union on a small campus can require more professional staff persons than a union having limited offerings on a large campus. About a quarter of the unions responding to the Data Bank survey indicate that they include only one professional—usually the director of the union or of student activities—on their staffs, whereas a like number of unions list more than six professionals. There is a close correlation between the number of professionals employed and the size of the union facility and also its gross income. Unions over 100,000 square feet have nearly three times as many professional positions as those smaller than that. Unions with gross incomes over one million dollars have four times as many professional positions. The number of professional positions is not nearly as much a function of enrollment as of union size and activity.

The very different demands of the service and the program operations, even in the smallest union, render highly unlikely that one person can respond adequately to all of them, particularly in light of the long operating week of the union.

A comprehensive union program can be organized into ten areas: Art, Performing Arts, Dance, Cinematic Arts, Games and Tournaments, Outdoor Recreation, Lectures and Literary, Crafts and Hobbies, Social, and Special Programs and Projects. Each of these areas requires professional guidance if the programs are to meet the high standards a campus community should expect and if the students involved in planning

and executing the programs are to enjoy the learning experience envisioned in the role statement. Experience suggests that a program advisor can cover no more than two or three of these areas. Thus, a union with a complete program would need a program staff of at least three professionals.

A clue to the relative sufficiency of the union professional staff at a given institution will be afforded by an examination of the number of staff members appointed to care for the physical health and physical recreation and sports program of a student body in comparison to the number appointed at the union to care for the social health and social-cultural-recreational program of the same students.

One important practical consideration often overlooked by college and university administrations in staffing a union is that union buildings normally operate seven days a week, including holidays, from early morning to late evening. In addition, "back of the house" chores such as cleaning, room set-ups, and early kitchen preparation render the union a virtual around-the-clock operation. The requirements for staff supervision during this three-shift, seven-day week appropriately should lead to an increase in the number of supervisory positions in a union over those provided for the normal eight-hour, five-day operation of other college departments. Otherwise injury will be done to the program or to the staff members who are given supervisory and administrative responsibility during these long hours.

One of the great weaknesses in union staff organization in the past has been due to the failure of the administration to recognize that when the usual four to five o'clock office closing time comes on the campus another full work day is just beginning at the union, with the heaviest supervisory load often falling in the evening and on Saturdays and Sundays.

Qualifications for All Key Staff Members

Important as it is to select professional union staff members for their special abilities to direct particular activities, it is of even greater importance to take account of their general qualifications. Training or experience may be so specialized that workers cannot adapt themselves to rapidly changing situations. In the field of informal education, attitudes, interests, and potential capabilities are of even greater importance than technical skill in directing a given activity.

The greater the responsibility of the union staff member, the greater the emphasis should be on qualifications. But no key staff member should be accepted for the least responsible position where dealing with people is the

prime concern without careful consideration of his personal character, cultural background, and potential for growth and development. The kind of person he is is of prime importance.

All members of the union staff should have a conception of the community center's place and purpose in the educational scheme, an understanding of the cultural and recreational needs of students, and an interest in making a student's experience within the union meaningful.

There is no recommendation that a candidate should necessarily be an alumnus of the appointing institution. This arises from the strong belief that the qualifications of the applicant to do well the job at hand should be the matter of paramount concern, whether he is an alumnus or not. The wise college administration does not think of limiting its choices of football coaches, history professors, or comptrollers to its own graduates. The fresh viewpoints and the successful experience contributed by a staff member from another institution have proved as valuable to the union as to other college fields.

Recommended standards follow for special qualifications, experience, and education for typical union positions. These standards are presented, not for the purpose of being rigidly applied, but as suggestive criteria which may be helpful in appraising the suitability of candidates and as guidelines for aspiring union professionals.

Directorate

Director

Duties: Chief officer in charge of the total activity of the union and of its personnel. Usually responsible, through the union's governing board, to Student Affairs Vice-President or Dean. Stimulates and coordinates all staff, student, and college effort—both educational and business—to realize the union's educational and service objectives. Largely determines the union's goals and standards of performance through selection of personnel, guidance given to student committees, budget emphasis and personal standards. In the small unions he sometimes also has the direct supervision of business and dining operations, though wherever possible—for the most effective functioning of a union—it is desirable to avoid these multiple assignments of direct supervision by appointing both an educational assistant and a business assistant.

Special Qualifications: A well-developed talent for leadership of college students; thorough knowledge of the philosophy of informal education and of the process by which leadership skills are developed;

understanding of how to meet the cultural, social, and recreational needs of the campus community, and an imaginative conception of the possibilities of activities and facilities to achieve a rich community life; organizing and executive ability; understanding of institutional business and management practices; personal skill and interest in recreational activities; ability to stimulate student interest and to enlist the best efforts of staff and employees; speaking and writing ability.

Experience: Previous experience in an administrative position in a union or closely related field, e.g., director of a smaller union, assistant director of a union, director or assistant director of a community center, school recreation program, dormitory, college personnel or guidance division, general college administrative agency, etc., combined, if possible, with business management experience. Experience as a school executive, recreation director, student activities advisor, dormitory counselor, business executive, college fund-raiser, alumni secretary, teacher or service volunteer is valuable. Successful personal leadership as an undergraduate of a college activity or recreation program—e.g., union board, campus self-government board, special interest club, publication, music, drama, debate, sports, or social program—helps to give insight in working with college students.

Minimum paid experience in years of union position at a:

Small campus (under 5,000 enrollment) 3 years

Average size campus (5,000–10,000 enrollment) 5 years

Large campus (over 10,000 enrollment) 6 years

Education: Graduation from four-year college course in liberal arts, education, or institutional management, and an advanced degree (60 percent of the union directors responding to a recent survey hold master's degrees), or equivalent training through demonstrated effective performance as a union or city community center director. College credits in education, group work methods, community organization, institutional management, recreation administration, education administration, student personnel work, business administration, the arts, and successful completion of an internship or graduate assistantship in college union administration are most pertinent. Effective participation in co-curricular activities as a student can contribute importantly to preparation.

Associate or Assistant Director

Duties: Shares the administration of the educational program and of the building with the director. May be responsible for such functions as evening supervision, building reservations, and employee training. Is responsible to the director and acts in his stead during his absence. Usually shares the administrative responsibility for both the educational program

and the service functions of the union. May have chief responsibility for facilities, such as maintenance, evening supervision, building reservation, and employee training or, on the other hand, may have primary responsibility for program and committee advising, when building administration is covered by others.

Special Qualifications: In general, the same as for the director since the person in this position acts for the director in his absence, carries a large share of the supervisory responsibility of a sixteen-hour-per-day union operation, and in effect is in training for a union directorship. In any given organization it is valuable, also, for the assistant director to offer special preparation or skills which complement those of the director, such as teaching, guidance, and social-cultural programming ability if the director's qualifications are strongest in the field of administration, or *vice versa*.

Experience: Previous experience as a program director in a union or city community center; as a teacher; as a professional staff member of a student personnel or dormitory division; or a staff member of a community welfare or recreation agency. Successful leadership of one or more major college activities as an undergraduate. Extensive experience in hotel, club, personnel, or college administration if union duties include business management. (See "Business Manager.")

Minimum paid experience in years for a position at a:

Small campus 2 years

Average size campus 3 years

Large campus 4 years

Education: In general, the same as for the director. Completion of graduate degree is sometimes carried on concurrently with union work.

Director of Student Activities

Duties: Coordination of the complete campus activities program, including scheduling of events and facilities, supervision of student organizations, including publications and student government. May include physical recreation and club sports but seldom intramural or intercollegiate athletics. May include maintenance of system of accounts for organizations.

Special Qualifications: Understanding of the values of student activities and of the motivations of students who participate therein. Ability to sustain communication with diverse groups, to anticipate problems, reconcile conflicts and maintain a strong philosophical base for student activities.

Experience: Work on campus with student programming is a near-requisite. This may include union experience, advising student government

or other student organizations or student publications, intramural, residence hall, orientation or similar groups. Alumni office experience can be helpful.

Education: Bachelor's degree, with master's preferred. Primarily, education, behavioral sciences or fine arts background. Work in recreation administration, group work, publishing, and accounting, can be helpful.

Director of Union and Student Activities

Responsibility for both the union and student activities is a combined one on about 40 percent of the campuses in the United States. Such a combination occurs more frequently at institutions with enrollments of less than 10,000. Duties, qualifications and experience of both positions apply.

Program Staff

Program Director (or Assistant Director for Program)

Duties: Is generally responsible for the administration of the program department of a college union and the advising of program groups. Responsibilities may vary greatly from institution to institution depending upon size of school, number of college union staff members, and the campus student activities organizational pattern. Responsibilities usually include: overall direction and coordination of the department advising student program groups, working to improve program continuity and group processes, arranging program details, and assisting in development and administration of program policies and rules. Administrative responsibilities may include scheduling, budgeting and budget control, handling artists' contracts, and staff selection and supervision. In addition, management of one or more building areas such as games room, information desk or crafts shops is sometimes required. Advising individual students about program participation is an important phase of the work.

Typical program groups are: committees involved in social, recreational, and cultural programming; main campus events such as orientation and homecoming, leadership development programs and *ad hoc* groups dealing with specific programs and/or issues. Works with students, other college union staff members and faculty to improve the quality of these programs. Evening, weekend, and variable seasonal workloads are typical. Responsible to the college union director.

Special Qualifications: In addition to strong interest in working with

student activities programs, commitment to the educational goals of these programs, and personal skills in the field of group process, counseling, recreational leadership, ability to relate well with student groups, experience in program advising, and administrative ability are usually required for these positions. Some institutions require a master's degree.

Program Advisor (or Assistant Program Director)

Duties: Assists program director with the administration of the program department. The primary responsibilities usually involve the advising of program groups on program content, organization of the committee, continuity, procedures and policies, arrangements for program events, and evaluation. Assignments are usually made in keeping with the advisor's skills and interests. Responsible to the program director.

Special Qualifications: At least a bachelor's degree, strong participation in undergraduate student activities, and expertise in one or more program areas are usually required. Areas of personal skills and interests are the same as for the program director. These are most often entry-level positions and are sometimes combined with graduate study.

Theater Director

Duties: Responsible for theater management, including box office, technical, stage and house operations. Supervise theater staff. Develop theater program, as an educational tool. Work with members of campus community in the presentation of cultural and public functions. Maintain theater calendar.

Special Qualifications: Working knowledge of all fields of theater—drama, music, concert, dance, films, etc. Understanding of technical and artistic aspects of theater. Knowledge of simple accounting. Ability to recruit and train staff. Ability to work with academic departments which may use theater as a laboratory. Understanding of promotional techniques.

Experience: Administrative work in drama, music, speech, cinema, talent booking or other related fields. Personal experience as actor, musician, student producer, etc., helpful.

Education: Bachelor's degree in forensics, drama, music, recreation, or business administration.

Outing Director

Duties: Administers a varied program of outdoor experiences, including hiking, climbing, aquatics, winter sports. Advises clubs and committees. Supervises headquarters, including equipment repairs, purchases and rentals, storage and meeting rooms. Secures resource persons for supervision and instruction.

Special Qualifications: Appreciation of the natural environment and the fragility of ecosystems and a strong desire to share this with others. Strong sense of responsibility which recognizes the challenges and dangers of many of the programs. Promotional ability. Knowledge of opportunities and resources, including people, available.

Experience: Other union programs or outdoors organizations. Active participant in several activities. Qualified leader and proven administrator.

Education: Collegiate degree desirable.

Craft Shop Director

Duties: Responsible for operation of shops and programs which may involve woodworking, ceramics, photography, metal or lapidary work or poster-making. Advises hobby groups. Secures supervisors and instructors for classes. Arranges for sale of craft products for craft fairs. Maintains inventories.

Special Qualifications: Insight into the creative process and technical knowledge of the requirements of the various crafts. Must appreciate the need for promotion and public relations.

Experience: Other union craft shops, community recreation or commercial shops helpful. Teaching background in arts and crafts area desirable.

Education: Degree in fine or applied arts or equivalent.

Art and Gallery Director

Duties: Responsible for a continuing program of exhibits, lectures, artists-in-residence, permanent collections, art films, lending library, sales in the area of the plastic arts. Works with student committees and community art leaders in the creation and maintenance of such a program. May also be responsible for craft shop operation.

Special Qualifications: Strong background in the arts, with some knowledge of the museum world. Ability to encourage student and other volunteer involvement in the artistic life of the union. Is conversant with

the art world and recent developments therein.

Experience: Background should include work in other unions, studio, or museum, teaching art, administration of art. Grantsmanship background can be helpful.

Education: Degree in fine arts, arts education, museum administration or related fields desirable.

Service Staff

Business Manager (or Assistant Director for Business)

Duties: Chief officer in charge of the service operation, including maintenance of the physical plant, recruitment and training of service employees, purchasing, accounting, and financial management generally. Responsible to the director.

Special Qualifications: Organizing and executive ability; thorough familiarity with accounting methods, business management, and personnel training practices; sympathetic understanding of student needs and of the union's educational mission, and resourcefulness in conducting business operations so as to facilitate and support this mission.

Experience: Previous successful experience in the business management of unions, dormitories, clubs, hotels, or restaurants, or equivalent management experience in other business fields.

Minimum paid experience in years for a position at a:

Small campus..... 2 years

Average size campus..... 4 years

Large campus..... 6 years

Education: Graduation from four-year college course with special training in business administration or institutional management (accounting, hotel practice, food service, maintenance, etc.): or the equivalent training through practical business experience.

Operations Manager (or Administrative Assistant)

Duties: In charge of such building operations as room reservations, information desk, checkroom, office rentals, game rooms, barber shop, and

hotel unit. In small unions this position is often combined with that of Business Manager under the title *Assistant Director in Charge of Operations*.

Special Qualifications: Organizing, supervisory, and administrative ability; familiarity with management practices in such units as hotel, bowling, billiard, and catering departments; resourcefulness in meeting a wide variety of problems in public relations, employee training, and efficient management arising in a service institution like the union.

Experience: Previous experience as a student or staff worker in a union, or business experience elsewhere of such character as to demonstrate administrative and management ability.

Minimum paid experience in years for a position at an:

Average size campus. 3 years

Large campus. 3 years

Education: Graduation from four-year college course, with special training in business administration, personnel practices, and/or public relations. Internship or graduate assistantship in union work, or other on-the-job training, recommended.

Food Service Director

Duties: In general charge of food production and service in all union dining units. In the food departments of the larger unions there is also usually found the position of *Assistant Food Service Director, or Manager*.

Special Qualifications: Ability to organize and train a large staff of both full-time and student employees; thorough familiarity with all phases of food purchasing, preparation, merchandising and service, especially in clubs or hotels; administrative ability; understanding of the technical phases of dietetics and menu-making; sympathetic appreciation of special needs of campus clientele; resourcefulness in utilizing dining rooms in accomplishing the general social and recreational objectives of the union.

Experience: Previous experience as a supervisor of a union or dormitory dining unit, or equivalent experience in commercial food management and catering elsewhere of such character as to demonstrate ability to direct the varied food service of the union (cafeteria, waiter service dining room, fountain or snack bar, catering, kitchen).

Minimum paid experience in years for a position at a:

Small campus. 3 years

Average size campus. 3 years

Large Campus. 5 years

Education: Graduation from a four-year college course in home economics, hotel or institutional management, or equivalent in practical experience. College training in institutional food service, business administration, and accounting especially valuable.

Recreation Area Manager

Duties: Coordinates and supervises the physical, activities, and fiscal aspects of a recreation facility and program, which may include bowling, billiards, table tennis, chess, bridge, amusement machines, locker, bicycle, and other equipment rentals. Responsible for intramural, employee, and family leagues and tournaments and for intercollegiate competition. Trains and supervises staff which may include mechanics, maintenance personnel, counter attendants, and student employees. Promotes activity in his area. Advises student committees and may have collateral duties within the union.

Experience: Previous experience in commercial, collegiate, or military recreation areas. Competitive and/or mechanical background can be helpful. Promotion and merchandising background and experience in working with groups are assets. Experience as a student employee can be valuable, particularly in entry positions on small campuses.

Special Qualifications: Knowledge of the sports and activities involved is a near-necessity and ability to teach some of the skills involved is helpful. Some knowledge of simple accounting, including cash and inventory control, is needed, as is the ability to perform minor repairs and maintenance tasks. Should be able to maintain pleasant arrangements with patrons.

Education: At least a two-year degree in recreation or business administration, unless experience suggests an unusual ability to operate within the academic community.

Bookstore Manager

Duties: In charge of all aspects of college store, including determination of books and merchandise to be sold, pricing policies, staff work schedules, operating hours, financial operation, including fiscal and inventory controls, training and supervision of personnel.

Special Qualifications: Knowledge of merchandising, with special attention to the requirements of college stores. Understanding of accounting procedures and ability to work with store employees as well as the campus public.

Experience: Bookstore manager, store department head, publisher's representative or general merchandising experience.

Education: Bachelor's degree, preferably in business administration or accounting.

Scheduling and Reservations Manager

Duties: Schedules use of the union facilities to permit most efficient use. In some instances may be responsible for scheduling of all campus facilities (usually excluding athletic) when not used for academic purposes. Interprets policies. Coordinates major functions, audio-visual and other equipment. Arranges for room set-ups. Maintains master calendar and records. May coordinate catering.

Special Qualifications: Knowledge and appreciation of the intricacies of the entire collegiate calendar and potential conflicts. Ability to apply policies equably and recognize unusual requirements. Must be well organized and able to keep work up-to-date. Meets people easily and maintains equilibrium during scheduling crises.

Experience: Familiarity with a union or other institutional operation, such as a hotel or club, is helpful. Should have demonstrated ability to work within systems and to keep records.

Education: Some collegiate experience is desirable to provide insight into the variety of campus life and the value systems that obtain.

Compensation

The results of the 1980-81 Salary Survey follow as representative of salaries paid in various size unions. The wide variety of job descriptions and responsibilities and the frequency of joint opportunities, along with some basic inadequacies of the survey itself, suggest that these statistics should be used only as a guide. They do correlate well with similar information obtained by government agencies, other educational associations, and the Association's Employment Service.

Employers are urged to observe the top to median salaries, rather than the lows. Competent union staff members are seldom available for the bottom-of-the-range salaries.

Many smaller campuses have complex union facilities and programs. A union director on a campus in the 5,000 to 10,000 enrollment category may be in charge of a fiscal operation involving several millions of dollars annually, have a dozen or more student-faculty committees involved with the union, and supervise a staff of 100 full-time employees. Conversely, his counterpart on a larger campus may have very little budget and operating responsibility or may be in charge of a plant so outmoded that viable programs and services are not possible. A food service director may be in charge only of a small snack bar or his operation may embrace cafeterias,

table service dining, vending, extensive catering, snack bars, and satellite installations involving hundreds of staff persons, thousands of daily patrons, and millions of dollars annually.

Despite the foregoing caveats, correlations drawn among the results of the annual salary survey and information in the Association's computerized Data Bank indicate that salaries tend to be a product of size, with higher salaries tracking with larger enrollments, larger union facilities and larger union gross incomes.

A recent study in the April 1981 *ACU-I Bulletin* indicated that the average salary of union directors is about 53 percent of that paid to chief campus executives. Similar comparisons with other union positions follow:

	Union Director/%	Chief/%
Assistant Union Director	75	39.5
Program Director	69	36.4
Business Manager	77	40.7
Operations Manager	65	34.3
Director of Student Activities	78	41
Program Advisor	53	28
Theater Director	65.6	34.6
Food Service Director	87.6	46
Recreation Area Director	55.5	29.2
Store Manager	84.5	44.5
Art Gallery Director	52.8	27.8
Outing Director	59.2	31.2
Craft Shop Director	51.6	27.3
Concert Coordinator	62.8	33
Cinema Coordinator	52.7	27.8
Scheduling Manager	49.5	26

The same study reveals that the best paid union directors receive about the same salary for twelve months' work as the best paid professors receive for nine months' work. At the 50 percentile level the professoriate gains about 10 percent over union directors and the lead jumps to more than 25 percent at the bottom. The differential between faculty and union staff tends to widen even more as the salary scale decreases.

The union director, in the view of many college and university administrators and of the Association, should hold the same status and have the same salary (granted the necessary preparation and the same effectiveness of performance) as the directors of other major divisions or departments of the institution. Other key union staff members would then stand in the same relative position to their director—in salary scale and status—as the institution is able to afford for assisting officers of the same training and effectiveness in other divisions.

1980-81 College Union Staff Salaries

(Salaries represent base pay for twelve months. Nearly all institutions provide retirement plans, four weeks of vacation, social security, medical insurance, life insurance, sick leave, and professional travel allowances. Exclusive of vacations and sick leave, other sources suggest that the dollar cost of benefits averages about 20 percent of payroll costs.)

Union Positions Average Salary by Enrollment

	UNION DIR	ASST UNION DIR	PROG DIR	MAJ MGR	OPS MGR	DIR STU ACT	PROG ADV	THREAT DIR	FOOD SERV DIR	REC AREA MGR	STORE MGR	ANY/ GALLERY DIR	CRAFT SHOP DIR	CONCERT COORD	CINEMA COORD	SCHED RES MGR
UNDER 1,000																
LOW	11,340	6,000	13,440	11,340	11,340	9,940			11,340		9,940					11,340
AVE	10,482	11,592	13,440	16,290	12,390	18,626			11,340		12,618					11,340
HIGH	24,040	15,040	13,440	21,240	13,440	24,040			11,340		18,240					11,340
COUNT	13	5	1	2	2	7			2		4					1
1,001-2,500																
LOW	6,000	6,000	6,000	21,240	11,340	6,000	6,000		15,040	6,000	6,000	11,340	7,920			7,920
AVE	10,608	12,210	12,100	24,040	14,670	18,068	10,408		21,000	10,500	16,040	11,340	9,430			13,313
HIGH	35,408	21,200	15,000	28,400	15,000	28,400	15,040		39,240	13,440	38,440	11,340	11,340			18,240
COUNT	55	11	13	2	4	47	3		11	0	19	1	2			8
2,501-5,000																
LOW	11,440	11,340	11,340	6,000	6,000	11,340	7,920	15,040	13,440	6,000	11,340	7,920	11,340	7,920	11,340	7,920
AVE	22,005	15,015	15,375	14,436	13,222	10,411	12,480	20,440	19,440	11,455	17,440	11,000	18,990	11,010	14,340	10,714
HIGH	39,240	24,040	20,040	21,240	18,240	32,040	24,040	24,040	24,040	21,240	24,040	15,040	24,040	13,440	18,240	15,040
COUNT	60	10	17	10	19	28	17	3	10	20	24	2	2	4	3	14
5,001-10,000																
LOW	13,440	9,940	9,940	9,940	11,340	9,940	6,000	13,440	13,440	9,940	7,920	6,000	13,440	6,000	9,940	7,920
AVE	24,635	17,516	16,040	15,040	16,883	19,937	13,152	14,444	19,090	19,090	19,441	18,950	17,040	12,247	11,440	11,385
HIGH	38,040	28,440	24,040	21,240	21,240	35,440	21,240	18,240	24,040	21,240	28,440	15,040	21,240	15,040	15,040	15,040
COUNT	73	41	34	18	24	32	31	6	24	34	23	6	7	4	3	28
10,001-25,000																
LOW	6,000	13,440	11,340	6,000	11,340	11,340	6,000	11,340	13,440	9,940	15,040	13,440	6,000	6,000	11,340	7,920
AVE	27,326	20,137	17,916	18,220	17,464	21,340	13,754	17,426	23,737	15,223	23,000	17,790	13,073	11,111	10,940	12,721
HIGH	39,240	28,440	28,440	28,440	28,440	35,440	21,240	21,240	35,440	24,040	32,040	21,240	21,240	18,240	32,040	21,240
COUNT	67	36	49	27	34	27	31	7	31	36	20	4	8	13	3	41
25,001-50,000																
LOW	18,240	15,040	11,340	13,440	11,340	11,340	11,340	15,040	15,040	7,920	24,040	11,340	15,040	11,340	11,340	9,940
AVE	31,811	23,608	16,868	21,007	18,368	22,628	16,665	20,640	25,117	14,768	27,040	16,160	15,040	14,220	16,760	14,340
HIGH	44,440	32,040	24,040	28,440	24,040	39,240	15,040	24,040	32,040	24,040	35,440	21,240	15,040	18,240	24,040	21,240
COUNT	21	18	15	14	12	8	12	3	13	17	6	5	2	10	4	2
50,000-100,000																
LOW	24,040	18,240	13,440	13,440	13,440	13,440	13,440	13,440	9,940	11,340	21,240	15,040	13,440	11,340	13,440	13,440
AVE	32,554	22,440	19,000	22,440	21,240	10,040	13,000	17,340	25,280	14,118	26,440	15,040	15,040	13,440	17,340	14,340
HIGH	39,240	28,440	24,040	24,040	24,040	39,240	15,040	21,240	38,440	15,040	32,040	15,040	15,040	15,040	21,240	15,040
COUNT	7	4	8	6	5	3	4	2	5	4	2	1	3	3	2	4
OVER 100,000																
LOW	21,240	21,240	15,040	15,040	13,440		13,440	15,040	15,040	13,440	13,440	21,240	11,340	11,340	9,940	
AVE	31,140	24,120	20,440	20,240	17,980		17,190	15,040	24,040	20,440	20,140	21,240	11,340	14,790	11,340	11,415
HIGH	44,440	28,440	24,040	44,440	21,240		21,240	15,040	39,240	24,040	24,040	21,240	11,340	18,240	11,340	13,440
COUNT	4	5	3	2	5		4	1	4	5	2	1	1	2	1	4
TOTAL																
LOW	6,000	6,000	6,000	6,000	6,000	6,000	6,000	11,340	7,920	6,000	6,000	6,000	6,000	6,000	11,340	7,920
AVE	24,381	18,391	16,590	16,375	16,490	18,860	13,813	17,463	22,826	14,131	19,005	14,487	14,690	12,780	16,849	12,679
HIGH	44,440	32,040	28,440	44,440	24,040	39,240	24,040	39,240	39,240	24,040	42,040	21,240	24,040	18,240	32,040	21,240
COUNT	382	133	137	61	107	182	194	22	186	124	180	20	25	39	14	7